

PACIFIC LEADERSHIP ACADEMY

Honolulu-Based • Pacific in Scope • Global in Learning

SENIOR LEADERSHIP DEVELOPMENT – COURSE DESCRIPTION

Dates and Location

- Orientation: September 30, 2003, Location TBD. 8:00 am to 12:00 noon. Note: Required for all Oahu nominees. Attendance is optional for off-island nominees. Those nominees who are unable to attend will be provided with a packet of information.
- Week 1: **Leading People** – October 27-31, 2003, 8:00 am to 4:00 pm, Tokai University
- Week 2: **Leading Organizations** – January 12-16, 2004, 8:00 am to 4:00 pm, Neal Blaisdell Center
- Week 3: **Leading for Results** – April 12-16, 2004, 8:00 am to 4:00 pm, Tokai University

Eligibility

This course is open to GS-13 to GS-15's and military equivalents. High potential GS-12's may be considered if a written justification for the nominee clearly demonstrates the individual's leadership potential and that the scope of the individual's job merits admittance to the Academy. Justifications for nominations for GS-12's are required to provide the name, grade and title of the nominee and one typewritten page addressing the following criteria:

1. Past and present job performance in the area of leadership, management and operations
2. Describe the career impact the Academy training will have on the employee's professional development
3. Describe the impact the leadership training will have on the employing agency's mission
4. Description and dates of any past leadership development training

See the announcement letter for a description of admittance to the Academy based on priority and selection.

Program Design

The foundation for the Academy's leadership program is a series of managerial competencies, knowledge, skills and behavior that are critical for success. These competencies are based on research done by the U.S. Office of Personnel Management with modifications to fit the needs of federal agencies in the Pacific region.

The leadership program incorporates three major phases: learning the competencies, applying the competencies on the job and evaluating the application of the competencies.

Curriculum

The curriculum consists of the following three week-long sessions and the successful completion of required action plans and final research paper.

A key component of the program will be the development of Individual Action Plans following each week of the program. These action plans apply the learning to Fellows' specific work situations and measure results. Fellows learn to manage individual performance, develop team performance, build relationships with managers and peers and lead employees through change.

1. Week One: Leading People

This one-week training session focuses on development of the advanced interpersonal skills required to be a leader. Emphasis will be placed on dealing effectively with both individuals and teams without simply resorting to the use of one's authority. Fellows will learn to influence others to bring about positive results for both the organization and the customers it serves. The Fellows will also complete a 360° assessment, a developmental tool designed to provide feedback on individual strengths and weaknesses

Key Results:

- Learn key techniques for effective oral communication
- Learn to set performance expectations, develop and coach employees to meet these expectations
- Learn techniques to enhance work team productivity
- Learn to deal effectively with others at all levels in the organization
- Learn approaches for managing change and fostering innovation
- Identify different organizational structures that enhance and measure performance
- Understand the power of language in influencing the direction of the organization
- Develop the ability to effectively negotiate with and against others
- Understand the need to develop networks, collaborate across boundaries, and find common ground with a wide range of stakeholders

Leadership Competencies Covered:

- Interpersonal Skills
- Team Building
- Customer Service
- Integrity/Honesty
- Conflict Management
- Leveraging Diversity

2. Week Two: Leading Organizations

This one-week session will build on the competencies learned in the first session: Leading People. Emphasis will be placed on tools for obtaining desired organizational outcomes. Fellows will explore the importance of innovation and flexibility in solving problems and attaining results. They will develop an understanding of the steps a leader must take to develop a high accountability work force. They will learn of the impact technology is having on all aspects of work and organizations.

Fellows will be involved in a variety of exercises and small group work. As in the previous seminar, they will create action plans to transfer the skills learned in the classroom to the workplace.

Key Results:

- Break down barriers to creativity and innovation and develop cultures that promote these qualities
- Implement a performance management system based upon a measurement of outcomes and core competencies
- Maximize resources via sound management of technology and finances
- Acquire skills for group problem solving and decision making
- Learn to overcome resistance and achieve buy-in while leading a change initiative

Leadership Competencies Covered:

- Creativity and Innovation
- Flexibility
- Resilience
- Problem Solving
- Influencing/Negotiating
- Human Resource Management

3. *Week Three: Leading for Results*

This one-week session will concentrate on the competencies critical for leadership success. Fellows will learn to think and act strategically in a dynamic environment and within unique organizational cultures. They will learn techniques for gaining power and using their influence to lead in all directions with subordinates, the boss, coworkers, and those outside the agency.

Key activities in this seminar will include:

- Completion of an inventory to identify creative processes employed when dealing with change and other organizational issues
- A futures search exercise to harness insights on individual styles of creativity to generate ideas about alternative futures

Key Results:

- Learn to foster a shared sense of mission, vision, and sense of direction
- Understand how to develop appropriate performance objectives, indicators and measures
- Use feedback from others to gain insight into personal strengths and areas in which improvement will have the greatest impact
- Understand how to take a leadership role in any situation
- Learn to use leadership skills to address succession planning issues

Leadership Competencies Covered:

- Vision
- Strategic Thinking
- External Awareness
- Accountability
- Entrepreneurship
- Partnering

Course Requirements for Graduation

- Full time attendance
- Completion of an Individual Action Plan (IAP) at the conclusion of each one-week session.
- Final research paper (8-10 pages) approximately 4-6 weeks after the end of the final session.

College Credit

Six graduate college credits in the Public Administration Program from the University of Hawaii, Manoa.